A Guide to the Net Promoter® Score for Law Firms

Learn how to effectively measure and track your client satisfaction using the Net Promoter survey method for law firms.

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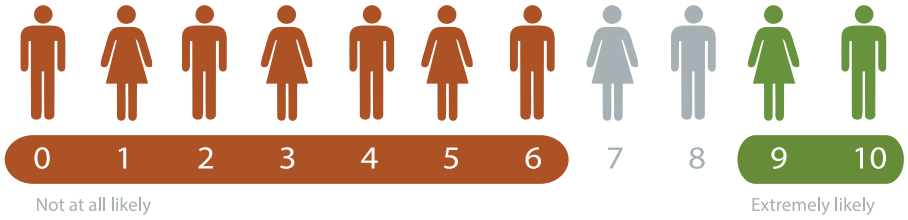
What is a Net Promoter® Score?

A Net Promoter Score (NPS) is a simple metric based on a question that asks a company's clients how likely they are to recommend the company to a friend or colleague using a numeric scale of 0-10, ten being extremely likely and zero being not at all likely.

Inavero's Net Promoter survey includes two additional questions, which allow for open-ended responses. The first asks the reason for the numerical rating provided in response to the Net Promoter question, and the second asks what the company could be doing differently to increase the value of their services.

Your client's willingness to recommend your business is directly correlated with their level of loyalty to your firm. When someone is willing to put his or her reputation on the line to recommend a product or service, it's very likely you have gone beyond mere satisfaction and created a loyal client.

How likely are you to recommend [Law Firm Name] to a friend or colleague?



NPS = % of PROMOTERS - % of DETRACTORS

Survey respondents are separated into the following 3 categories depending on the score they provide.

- Promoters: Respondents that answer a 9 or 10 are highly satisfied and loyal. They represent your firm's strongest allies and are most likely promoting your business to others.
- Passives: Respondents that answer a 7 or 8 are most likely satisfied, but may be somewhat indifferent and do not feel loyal to your firm.
- Detractors: Respondents that answer a 0 through 6 are at high risk of leaving to work with a competitor. Even worse, not only are detractors not likely to refer your firm, they are more likely to spread negative reviews regarding their experience working with you.

Why Does Net Promoter Work?

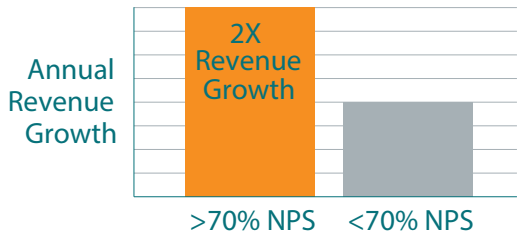
1. The score is a single number, which is simple to track and easy for an entire company to understand.
2. The concise format allows companies to frequently monitor client relationships and earn a high response rate.
3. The lack of anonymity allows companies to follow up directly and resolve individual issues.
4. This method gives companies a tool to celebrate great service, beyond just great sales efforts.

The ROI of Net Promoter®

Two Ways to Generate ROI with Your Net Promoter Program

1 Achieve a 'World Class' level Net Promoter Score

Company locations that have achieved a NPS of 70% or higher grew their revenue two times more than those with a NPS below 70%.

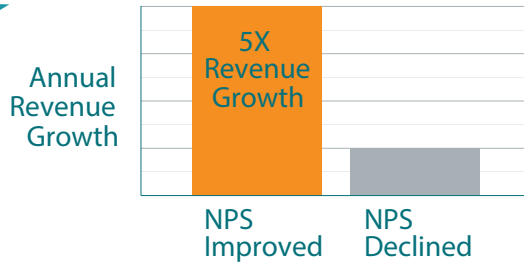


"World Class" designation is achieved with at least 70% NPS.

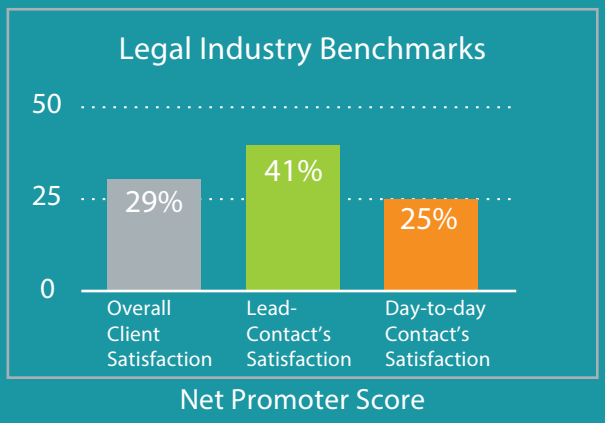
2 Improve your Net Promoter Score

Locations that have improved their NPS outpaced revenue growth the following year by 5 to 1, compared to those whose NPS decreased.

Improvement in NPS is tied to revenue growth.



1. In a recent study of 35 Inavero client locations, Inavero found those with a NPS of 70% or higher grew their revenue two times more than those with a NPS below 70%. Additionally, of those 35 locations, the ones that improved their NPS grew revenue five times more than locations with scores that decreased.



How does your firm stack up against competitors?

Each year, Inavero surveys law firm clients to define satisfaction benchmarks using the Net Promoter Score methodology for the legal industry. The table at left identifies the average satisfaction levels expressed by law firm clients who work with a firm as a lead contact or a day-to-day contact.

Establish a Successful NPS® Survey Program

Do it right the first time

Before embarking on your first satisfaction survey, it's important to do some planning. Laying the right groundwork will ensure long-term adoption across your firm and will help you avoid the big mistakes that are often made by companies surveying their clients for the first time. Use the checklist below and the information in this guide to help you get started with a successful NPS survey program.

1. Plan (details pg. 4)

- ☐ Get buy-in across the company and establish full team involvement
- ☐ Determine survey distribution and data collection software
- ☐ Decide when to survey
- ☐ Decide who to survey

2. Engage (details pgs. 5 & 6)

- ☐ Write survey communication materials
- ☐ Prepare employees for survey launch
- ☐ Send survey and receive actionable real-time feedback
- ☐ Follow-up with non-responding clients

3. Act (details pgs. 7 & 8)

- ☐ Circulate the feedback throughout your organization
- ☐ Follow-up with dissatisfied clients
- ☐ Share the results internally and externally
- ☐ Differentiate your firm

The Inavero Experience: A Proven Process For Excellence

1. We survey your firm's clients.
2. We provide you with actionable, real-time client feedback.
3. We validate your data and provide reports.
4. We provide best practices education and tools to help you improve.

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SATISFACTION SURVEYS MADE SIMPLE.

Start with Planning Your Survey Details

- [ ] Establish full team involvement

It is important that your entire team be on-board with the survey, especially upper management. Without support of the entire team and management, it will be hard to get a sufficient response rate and the proper support to act on the feedback.

- [ ] Determine a means for survey distribution and data collection

A key decision to make while planning your Net Promoter® program is how you will distribute your survey and collect incoming responses. Some options include paper-based mailed surveys, web-based emailed surveys, and phone surveys. It's typically most effective and efficient to conduct an online survey that is emailed to clients.

- [ ] Decide when to survey

Survey timing plays a critical role in the number of responses you receive, known as your response rate. Inavero research has found that clients tend to read and respond to email more often during business hours as opposed to evenings and weekends, and email sent on Tuesdays and Thursdays tend to garner a higher response rate.

- [ ] Select the right clients to survey

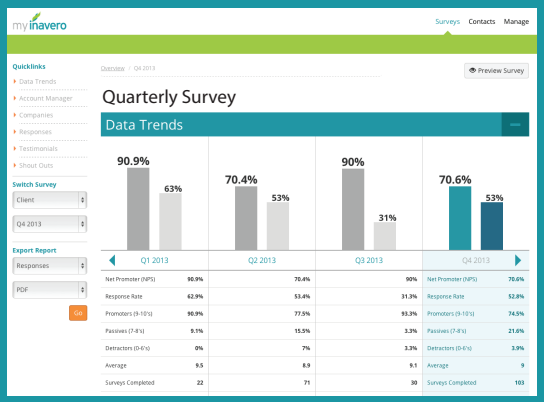
Select any and all clients who have billed with your firm in the past 6 months. Experiences with your firm may differ greatly between those who decided to use your services and those who work with you on a day-to-day basis, making it imperative to survey both key decision-makers as well as influencers.

Once you determine who you will survey, confirm the accuracy of their contact information. Engage each partner to review your current database and confirm the client contact information is accurate or have partners provide you a list of their clients' most updated contact information. This step of the process will be painful the first time out, but it's critical to the success of the survey, and will prove valuable for other marketing and business development initiatives in the future.

The Inavero Experience: MyInavero Online Reporting Technology

Inavero's online survey tool includes the following features:

- Capture client testimonials to help close new business
- Segment data by office, practice area, shareholder or service rep
- Track critical issues through to resolution
- Get real-time feedback to help identify service-related issues



Engage Your Team and Survey Recipients

- [ ] Write survey communication materials

The initial email sent to your clients inviting them to take the survey should be written utilizing your brand's voice. This is key to receiving a high response rate to the survey. Additionally, the appropriate relationship manager should electronically sign the email to give your firm's survey a personalized look and feel.

- [ ] Prepare your team for survey launch

Explain each step of the surveying process internally, including information about what employees can expect and what the experience will be for your clients. For new survey programs, it's important to focus on receiving a high response rate rather than a high Net Promoter® Score. This will ignite excitement for all the feedback clients will provide - good and bad. In the case that a survey recipient rates your company with a low score, it's important to prepare your team to successfully follow-up with unhappy clients by providing them with training and sample call scripts.

- [ ] Send the survey and receive actionable real-time feedback

After your survey has been sent to your clients, you will start collecting the feedback to review and take action. It's key to the success of your program that critical feedback reaches each member of the leadership team in your firm in real-time. Once the survey has closed, ask the leadership team to digest the information and provide bullet-point suggestions on improving the score for everyone in your firm involved with the account.

- [ ] Follow up with non-responding clients

While your survey is still open and receiving responses, follow up with clients who have not yet completed the survey. The appropriate relationship manager should make these phone calls. This is a perfect opportunity for them to deepen their relationship with the client by discussing their value to the firm and what the firm can do differently to further improve the relationship.

The Inavero Experience: Survey Best Practices Consulting

Inavero's proprietary software platform paired with individualized support gives our clients the online surveying tools and best practice resources necessary to successfully measure and manage client satisfaction. The following list outlines some of the guides and scripts we provide to our clients.

- How to roll out your survey program internally
- How to roll out your survey program externally
- How to respond to negative feedback
- How to increase your response rate
- How to improve your satisfaction score
- How to follow-up after each survey

Craft the Right Email Invitation

Double your response rate with personalization

It is key to the success of your feedback program that each layer of the program is personalized for your clients to increase the likelihood of their engagement and participation.

Personalized Email Invitation Example

Subject: 3-Question Survey

Dear [First name]:

Your opinion is important to us. Please help us improve by completing a quick, three question survey on your recent experiences with our firm.

Please click the following link now to begin the survey:
[link]
(Please note: If you have problems loading this survey, you may also copy the entire link into your web browser.)

For your time, you will be entered into a drawing for a $XXX debit card upon submitting the survey. If you are unable to accept a corporate gift, [brand] will make a charitable contribution in your honor. Arrangement for either a donation or delivery of your prize will be made once the winner has been selected and notified.

By taking time to share a few thoughts with us on your experience, you are helping us discover ways to improve the service we provide you.

Thank you in advance for your time.

Sincerely,

[Email signature name]
[Email signature title]

Include the number of questions in the survey within the subject-line to increase response rate.

Personalize the email salutation to address your client by name in order to keep the email genuine.

Include the survey link close to the top of the email.

Including an incentive is a proven way to increase survey response rate.

Personalize the email signature so that it feels as though the email came from someone's personal email.

Take Action on Survey Feedback

- [ ] Circulate survey feedback throughout your company

Provide practice area leaders, partners, and individual attorneys detailed reports of their survey results. Ask them to digest the information and provide bullet-point suggestions on how to improve scores and create a remarkable client experience.

- [ ] Follow up with dissatisfied clients

When calling an unhappy client, it's important to address the issue without making them defensive. This can be done successfully by referencing the general issue they raised, and not quoting their direct comment. It's important that they feel like action is genuinely being taken to address their issue or they will stop participating in your surveys and possibly even stop using your services.

Best practices for responding to negative feedback:

- Never reference actual survey comments, instead have an open conversation about their experience.
- Explain the importance of the survey and their individual feedback for your firm to improve.
- Embrace the feedback and learn from it. Remember that perception is the reality of your clients.

- [ ] Share the survey results internally and externally

Communicate to all of your firm's clients, not just those who responded, and share results of the survey. Include two things you learned from the survey you're doing well, one thing you learned needs improvement, and one action item you're putting into place to make improvements, based on the feedback. This shows clients that their feedback is valued and impacts decisions at your firm.

- [ ] Differentiate your firm

Many firms claim they provide the best service, but not many actually spend the resources to establish a program that's solely dedicated to the happiness of their clients. This is a big point of differentiation. A survey program provides your clients a reason to continue doing business with you. Additionally, top firms use satisfaction scores and testimonials in new business proposals.

The Inavero Experience: Critical Response Alerts

It is important to respond quickly to clients who are unsatisfied. Therefore, our clients automatically receive a critical response email alert if a client has rated them low. The email includes the responder's contact information, their score, and the open-ended responses they provided.

Subject: Critical Response Alert

[Contact Name] rated your company a 5 out of 10

Contact Information:
sample.email@company.com
Company Name

Open Ended Feedback:

What is the primary reason behind the rating you provided?
They never responded to my emails.

Communicate Survey Results

Inavero's Survey Follow-up Method

It's important to regularly keep in touch with clients regarding their experience to assure the relationship is at its best. To do this without creating survey fatigue, the survey must be short and concise with a targeted follow-up to the feedback provided. Use the template below to follow up with all survey recipients in a way that assures them that their input is valuable to your firm.

Example Follow-up Email

Subject: Survey Results – Thank You

Hi [First name],

Thank you for your continued business and feedback. We sincerely appreciate your time and will use the feedback that we received to improve our services and partnership with you. If you did not have an opportunity to complete our recent satisfaction survey, we hope to hear back from you the next time around.

We heard from about xx of you on our last survey and we were pleased to learn that more than xx% rated us a 9 or 10 out of 10! From your comments, we learned that our ease to work with and ability to provide expertise are some of our strongest company characteristics.

However, we also realize that there are a few things we can be doing to improve. Based on what we learned from your feedback, we will focus on improving our responsiveness and direct communication. As a result, we have implemented several key programs that will get us back to the basics and correct our deficiencies. I will be explaining each of these in detail in our biweekly newsletter in the coming weeks.

[Law Firm Name] is committed to providing the best possible experience for you.

Your partnership is greatly appreciated and we look forward to hearing from you in the future.

Thanks again,

Sincerely,

[Email signature name]
[Email signature title]

Personalize the email salutation to address your client by name as a way to keep the email genuine.

List 2 items that your agency learned you're doing well.

List 1 item that you learned your agency needs to improve and list 1 action item you are putting in place to fix the problem.

Personalize the email signature so that it feels as though the message came from someone's personal email.